UNITAR – Afghan Fellowship Program

Leading Organizational Change

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Beckhard and Harris’s Change Management Process

1. Initial Organizational Analysis
2. Determine the need for change
3. Develop change vision
4. Define the desired future state
5.gap analysis
6. Describe the present state
7. Action planning and implementation
8. Measure the change

Framework for Understanding Change

Transitional Period

OBSTACLES

Desired
Future
Situation

Strategies to achieve change

RESISTANCE

Present Situation

Activity 3: If that is indeed so, what were our feelings, when we:

a) prepared for our journey to Hiroshima?

b) learned that the Presidential Decree No. 33, the Priority Reform and Restructuring (PPR) program had arrived at our workplace?

All real change involves loss, anxiety, and struggle.


New York and London (page 30)

Linear Model of the Change Process

Endings ("forgetting")

TRANSITION

Beginnings ("accepting")

Let go

FLOAT

Start anew

How are you feeling?

• Comfortable
• Uncertain
• Insecure
• Relaxed
• Other?
Supporters and Resisters

People's transition times will vary
Bell Curve Standard distribution

- Non-survivors
- The Resisters
- Fast Followers
- The Leaders

Denial of Change

- Where there is denial of change, it is usually because:
  - Other promised changes never actually happened…
  - A belief that the power of individuals and groups within the organization is sufficient to block the change

Resistance to Change

- Resistance is a normal reaction of many of us
- Where there is resistance to change, it is usually as a result of:
  - The conservative impulse – Preserving continuity
  - Fear of the unknown
  - Concern for personal loss

Resistance to Change

**ACTIVE**
- Opposition/hostility/conflict
- Blaming others
- Demanding perfection
- Others?

**PASSIVE**
- Procrastination
- Withholding information
- Becoming a “victim”
- Reduced performance
- Others?

Types of Loss

- When a major shift or change occurs within an organization, employees normally experience several types of loss:
  - Security
  - Competency
  - Relationships
  - Sense of Direction
  - Territory

- Loss of Security
  - Employees may no longer feel in control or know what the future holds, or where they stand in their jobs.

- Loss of Competency
  - Employees may not feel comfortable in new positions or new responsibilities
  - People sometimes become embarrassed when they are faced with new tasks and they may be uncertain about their skill base.
• Loss of Relationships
  – The familiar contact with co-workers and managers can disappear.
  – People thus can feel a loss of belonging to a team or a group.
• Loss of Direction
  – Employees lose an understanding of where they are going and why they are going there.
  – The mission and purpose may often become unclear.
• Loss of Territory
  – Includes psychological space as well as physical space
  – This can be in the form of work space or job assignment.

Methods to overcome resistance to change
• Education and Communication
  – Participation and Involvement
  – Training and Support
  – Political Power
• Provide Opportunities for Exploration
  – Trying it in a safe environment
  – Providing coaching for success
• Developing a Critical Mass of Supporters
  – Show leaders embracing change

Qualities of Successful Change Leaders
• Balance insight with passion for action.
• Sensitive to external forces.
• Understand the organizational systems & operations.
• Understand themselves, particularly in relation to the organization.
• Individual characteristics including tolerance, maturity, self confidence, sense of risk assessment, reasoned optimism, and tenacity.
• Develop trust in the goals and the process to get there.


Competence Trust
• Respect people’s knowledge, skills and abilities
• Respect people’s judgment
• Involve others and seek their input
• Help people learn skills

Contractual Trust
• Manage expectations
• Establish boundaries
• Delegate appropriately
• Encourage mutually serving intentions
• Honor agreements
• Be consistent

Communication Trust
• Share information
• Tell the truth
• Admit mistakes
• Give and receive constructive feedback
• Maintaining confidentiality
• Speak with good purpose

Reina & Reina, 1999, p. 82
Collaboration for Change

- Top down change doesn’t work
- Bottom up change doesn’t work, either
- Both top down and bottom up lack the power to affect change alone
- Either top or bottom can block effective change, alone
- Top down and bottom up need to work together to affect significant, permanent systemic change
- Top and bottom collaboration requires getting “buy-in” and there are no short cuts around this necessity

Paradoxes of Change

Requires a leader to balance:
- Driving & enabling change.
- Resistance to change as a problem and an opportunity.
- Focus on outcomes, while attention to process.
- Moving ahead with changing directions.
- Patience and impatience.
- Others?

Activity 4: Framework for Understanding Change

Transitional Period

Present Situation

Desired Future Situation

OBSTACLES

RESISTANCE

Strategies to achieve change